

TOURISM MANAGEMENT PLAN

2015

Goals, Objectives and Strategies

Tourism Advisory Committee

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Vision Statement

The Tourism Advisory committee will develop objectives and recommendations that address the goal of maintaining the critical and delicate balance between Charleston's residential quality of life and the tourism economy while preserving Charleston's authenticity and sense of place, especially its architectural and cultural heritage.

Visitor Orientation

Goal: To make visiting the City of Charleston a seamless process

Strategies

Completion Milestones

Owner

Improve signage throughout the Peninsula to ensure residents and visitors can reach their destination easily

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| • Improve street and highway signage with directions to points of interest and major attractions | 2-3 years | City– T&T/DOT |
| • Add wayfinding signs throughout Downtown Charleston | 2-3 years | City– T&T/PPS/CVB |

Identify all parking assets to encourage pedestrian traffic and reduce congestion

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| • Better identify parking garages and create incentives for their use | 1 year | City-BFRC |
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Visitor Orientation

Goal: To make visiting the City of Charleston a seamless process

Strategies

Completion Milestones

Owner

Update video shown at City of Charleston Visitor Center to quickly orient visitors

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| • Shorten the video currently shown from 38 minutes to 10-15 minutes and show continuously at no charge | 1 year | City-BFRC, Special Facilities/
CVB |
| • Include map in video to show off-peninsula sites, such as Charles Towne Landing, James Island County Park, plantations, Colonial Dorchester etc. | 1 year | City-BFRC, Special Facilities/
CVB |
| • Incorporate into college orientation | Ongoing | City-PPS/Colleges |

Update the City of Charleston Visitors Center to encourage additional visitation to the center

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| • Update the content of information provided as well as the layout and organization of the facility | 2-3 years | City-BFRC, Special Facilities/
CVB |
| • Explore new Visitor Center location as it relates to a new transit center | 2-3 years | City-PPS/CVB |

Tourism Management and Enforcement

Goal: Manage and monitor tourism for the benefit of residents, industry and visitors.

Strategies

Completion Milestones

Owner

Reduce and manage congestion especially in peak tourism months

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| • Include carriages among the vehicles regulated for transportation including number, hours and areas of the City of Charleston (T-Tag and manifest) | 6 Months | City-TM, TC |
| • Maintain current number of carriages and certified buses on the streets for touring purposes, pending the results of a comprehensive traffic analysis | 6 Months | City-TM, TC |
| • Establish regulations for the number of carriages in zones 4 and 5 | 6 Months | City-TM, TC |
| • Study motorcoach size and impact and revise the perimeter route to improve traffic flow and reduce negative impacts | 1 Year | City- TM, TC, T&T |
| • Improve pull over opportunities for vehicles and carriages | 6 Months | City T&T, Parks |
| • Transition to narrower and cleaner tour vehicles on the Peninsula | 4-5 Years | Tour Companies |
| • Develop an effective carriage separation rule that can be self-regulated | 6 Months | Carriage Companies |
| • Require walking tour guides to keep sidewalks and doorways passable in conformance with ordinance | 6 Months | Tour Guide Association |

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Tourism Management and Enforcement

Goal: Manage and monitor tourism for the benefit of residents, industry and visitors.

Strategies

Completion Milestones

Owner

Construct regulatory mechanisms which can be adhered to by the tourism industry and efficiently administered by the City of Charleston

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| <ul style="list-style-type: none"> Assess the number of Tourism Enforcement Officers in June 2015 and increase accordingly at that time; peg future increases to tourism growth as appropriate | 6 Months | City-PPS |
| <ul style="list-style-type: none"> Create rules for the Tourism Commission that allow citizen participation in subcommittee discussions | 6 Months | City- TM, TC |
| <ul style="list-style-type: none"> Create a "Charleston Standards for Tourism" (policies for sustainable tourism) | 6 Months | Advisory Committee |
| <ul style="list-style-type: none"> Review the tourism ordinance to speak to all issues related to monitoring and managing resident, industry and visitor needs | Ongoing | City-TM, TC |
| <ul style="list-style-type: none"> Conduct an annual review of tourism related activities | 1 Year/Ongoing | City-TM, TC |

Special Events

Goal: Ensure that special events enhance and respect the community

Strategies

Completion Milestones

Owner

Special Events should add value to Charleston by enhancing the quality of life for residents and attendees

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| • Establish criteria for assessing value | 6 Months | City-SEC |
| • All special events must apply for approval annually as a new event to the Special Events Committee | 6 Months | City-SEC |

Manage special events to reduce impact on neighborhoods to an appropriate level

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| • Limit the number of Special Events south of the Septima Clark Parkway to the current level | 6 Months | City-SEC |
| • Employ a full time Special Events Coordinator | 6 Months | City-Mayor |
| • Provide adequate bathrooms and parking for events | Ongoing | City-SEC |
| • Provide new locations and identify underutilized sites throughout the City for events | Ongoing | City-SEC |
| • The Special Events Committee should evaluate each event (post event) to include a self-evaluation report by the sponsor | 1 Year | City-SEC |
| • Amend ordinance to exclude exceptions to events- all events must go to Special Events Committee | 1 Year | City-SEC & Legal |
| • Minimize Street Closures | Ongoing | City-SEC |

Special Events

Goal: Ensure that special events enhance and respect the community

Strategies

Completion Milestones

Owner

Policies, regulations and conditions governing special events must be effective and enforced

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| • Include filming and photography shoots under the jurisdiction of the Special Events Committee | 6 Months | City-SEC, CA |
| • Deploy existing city staff or additional staff to effectively monitor events as they occur for compliance with regulations and required conditions and to mitigate violations and incidents as they occur | 6 Months/Ongoing | City-SEC, CA |

Develop a centralized, coordinated, and accountable approach to tourism management and special events

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| • Create a new department for Tourism and Special Events Management to better coordinate all tourism related activities and special events for the purpose of clear communication between departments and the community and for better enforcement of the regulations | 2-3 Years | City-Mayor |
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Goal: Restore and maintain a reasonable balance between tourism and quality of life in Charleston's historic residential neighborhoods

Strategies

Completion Milestones

Owner

Reduce and manage congestion especially in peak tourism months

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| • Work with the CVB to improve communications with neighborhoods and to incorporate a formal "congestion" metric | 1 Year | CVB |
| • Review carriage and tour bus activity during peak congestion times in the neighborhoods, such as school dismissals and church dispersals, to assess temporary discontinuing of tours during discrete periods. | 1 Year | City-TC |
| • Address concerns over recent substantial hotel room increases on the Peninsula and beyond by monitoring their impact on congestion and moderating future hotel room increases. | 1 Year/Ongoing | City-PPS |

Improve information to visitors about restroom availability

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| • Communicate locations and hours of existing public restrooms via apps and better signage | 1 Year | City– T&T, TM/CVB |
| • Install signage in White Point Garden | 1 Year | City– T&T, TM, Parks |
| • Open City Hall restrooms on weekends | 1 Year | City– TM |

Goal: Restore and maintain a reasonable balance between tourism and quality of life in Charleston's historic residential neighborhoods

Strategies

Completion Milestones

Owner

Reduce impact of cruise ships on the historic district

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| • Continue the dialogue on the installation of shore power | Ongoing | City-Council, Mayor/SPA |
| • Explore ways to coordinate and manage the calendar to avoid cruise ship arrivals on the days of major events such as the Bridge Run, Spoleto Festival opening, and college graduations | 1 Year | City-SEC/SPA |
| • Evaluate the possibility of remote passenger parking to reduce congestion | 1 Year | SPA |
| • Endorse and document the resolution adopted by the South Carolina State Ports Authority and the resolution adopted by City Council in 2010 that commits to a maximum of 104 cruise ships per year that carry no more than 3500 passengers per ship and no more than one ship to be docked at a time. Look for ongoing ways to strengthen the agreement to achieve optimal balance of tourism and livability | Ongoing | City-Mayor, Council/SPA |
| • Study the possibility of defraying the costs the City incurs in supporting the cruise ship industry by charging a passenger head tax | 1 Year | City-BFRC/SPA/State |

Mobility and Transportation

Goal: To create a safe, efficient, simple-to-use transportation network that serves both residents and visitors throughout the City

Strategies

Completion Milestones

Owner

Conduct a comprehensive peninsula mobility/parking study that includes all modes of transportation and all types, sizes and uses of vehicles

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| <ul style="list-style-type: none"> Review all current parking needs/projections with the purpose of reducing vehicular congestion using specific long-term and short-term goals | 1 Year | City-PPS, T&T |
| <ul style="list-style-type: none"> Develop a comprehensive parking plan for all modes, user types and land uses including colleges, schools and institutions | 1 Year | City-PPS, T&T |
| <ul style="list-style-type: none"> Prioritize modes for safety/efficiency | 1 Year | City- T&T |
| <ul style="list-style-type: none"> Extend the Upper King Street pilot program for commercial deliveries to Middle and Lower King Street and study other streets | 6 Months | City-T&T |
| <ul style="list-style-type: none"> Transition to smaller local delivery vehicles on the Peninsula | 1 Year | City– T&T, Legal |

Goal: To create a safe, efficient, simple-to-use transportation network that serves both residents and visitors throughout the City

Strategies

Completion Milestones

Owner

Revise parking strategies to provide a variety of parking options for residents/visitors on the peninsula

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| • (a) Encourage a short term solution for remote parking | 1 Year | City-T&T/ CARTA |
| • (b) Create remote parking lots in appropriate areas | 2-3 Years | City– T&T/ CARTA |
| • Implement a park and ride system including visitor shuttle on the peninsula | 6 Months | City-T&T/CARTA/CVB |
| • Improve resident focused parking for historic neighborhoods | 6 Months | City-T&T/ Neighborhoods |
| • Develop a more efficient/robust parking meter system with new technologies | 2-3 Years | City– T&T |

Develop transportation wayfinding apps, guides and signs that integrate seamlessly with tourism-related orientation resources

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| • Develop mobile app and website for all modes (similar to GoDCGo.com) | 2-3 Years | City/CARTA/CVB |
| • Develop parking apps and wayfinding signage | 2-3 Years | City-T&T |
| • Create visitor orientation guides and apps that include all transportation options and visitor hints | 2-3 Years | City/CARTA/CVB |
| • Implement technology to facilitate and monitor the movement of City's visitors in tourism vehicles. GPS for carriages, Pedi cabs, buses etc. around the City of Charleston | 2-3 Years | City |

Mobility and Transportation

Goal: To create a safe, efficient, simple-to-use transportation network that serves both residents and visitors throughout the City

Strategies

Completion Milestones

Owner

Increase the use of transportation modes, other than the automobile, such as bicycling, walking & public transit by visitors and residents

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| <ul style="list-style-type: none"> • Improve CARTA services city-wide and on the peninsula through smaller, quieter, more efficient buses; improved headways and tracking technology; more attractive and convenient shelters/kiosks; and expanded routes and provide the necessary funding to do it | 2-3 Years | CARTA/City– T&T |
| <ul style="list-style-type: none"> • Incentivize public transit through employee, student and visitor discount programs for longer-period passes | 1 Year | CARTA |
| <ul style="list-style-type: none"> • Secure the existing Norfolk Southern right-of-way on the Peninsula to install a public transit rail system and multi-use path | 2-3 Years | City-PPS, BFRC |
| <ul style="list-style-type: none"> • Develop an interconnected network of bike lanes and routes throughout the peninsula using best practice urban standards for markings, signage, rules, and facility design such as colored lanes, protected lanes, bike-boxes and signals, shared lane markings and one-way street usage | 1 Year | City-PPS, T&T |
| <ul style="list-style-type: none"> • Implement an extensive bike sharing program that is flexible, aesthetic, expandable and convenient to the bicycle network, transit, and parking | 1 Year | City-PPS/Colleges |
| <ul style="list-style-type: none"> • Develop ways to integrate bicycle safety tips and rules into visitor information and a broader education campaign including attaching "rules of the road" to rental bicycles | 6 Months | City-PPS/CVB/Advocacy |
| <ul style="list-style-type: none"> • Develop policies and infrastructure to foster the use of water transportation | 2-3 Years | City-PPS/Adjacent Cities |

Mobility and Transportation

Goal: To create a safe, efficient, simple-to-use transportation network that serves both residents and visitors throughout the City

Strategies

Completion Milestones

Owner

Prioritize the level of safety for pedestrians within the multi-modal transportation network

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| • Adopt city-wide policies that identify the pedestrian as the primary mode upon which urban street design is based | 6 Months | City-PPS/DOT |
| • Program intersections using urban best practices that emphasize the pedestrian right-of-way such as the use of Lead Pedestrian Intervals (LPI), restriction of right-on-red and use of materials or design that designate the pedestrian space | Ongoing | City-T&T/DOT |
| • Design, redesign or post signs for streets that reduce speed limits in the urban context | 6 Months | City-T&T/DOT |

Consider the recommendations of the Peninsula Mobility Report prepared by Gabe Klein

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| • Promote awareness among the public and elected officials of the issues and potential transportation solutions found in the Peninsula Mobility report | 1 Year | City-PPS, T&T, TC |
| • Support a feasibility study for a trolley/bus transit system on the peninsula | 2-3 Years | City-PPS, T&T |

Acronyms used in the document:

BFRC– City Department of Budget, Finance, Revenue Collections

CARTA– Charleston Area Regional Transportation Authority

CVB– Charleston Visitor Bureau

DOT– South Carolina Department of Transportation

Legal– City of Charleston Corporate Council

Parks– City of Charleston Department of Parks

PPS– City Department of Planning, Preservation & Sustainability

SEC– City of Charleston Special Events Committee

SPA– South Carolina State Ports Authority

Special Facilities– City of Charleston Division Special Facilities

T&T– City Department of Traffic & Transportation

TC– City of Charleston Tourism Commission

TM– City of Charleston Division of Tourism Management